

Chapter 1

Student: _____

1. People negotiate all the time.
True False
2. Good negotiators are made, not born.
True False
3. Negotiating parties rarely negotiate by choice.
True False
4. It is always a good time to negotiate.
True False
5. Successful negotiation involves the management of tangibles (e.g., the price or the terms of agreement) and also the resolution of intangibles.
True False
6. Independent parties are able to meet their own needs without the help and assistance of others.
True False
7. The mix of convergent and conflicting goals characterizes many interdependent relationships.
True False
8. The interdependence of people's goals, and the structure of the situation in which they are going to negotiate, has little effect on the negotiation processes and outcomes.
True False
9. Whether you should or should not agree on something in a negotiation depends entirely upon the attractiveness to you of the best available alternative.
True False

10. When parties are interdependent, they have to find a way to resolve their differences.
- True False
11. Negotiation requires little process, and is generally instantaneous.
- True False
12. Negotiations often begin with statements of opening positions.
- True False
13. When one party refuses to accept a change in his or her position, it is called a concession.
- True False
14. Two of the dilemmas in mutual adjustment that all negotiators face are the dilemma of honesty and the dilemma of trust.
- True False
15. Most actual negotiations are a combination of claiming and creating value processes.
- True False
16. Negotiation is a process reserved only for the skilled diplomat, top salesperson, or ardent advocate for an organized lobby.
- True False
17. Many of the most important factors that shape a negotiation result do not occur during the negotiation, but occur *after* the parties have negotiated.
- True False
18. Negotiation situations have fundamentally the same characteristics.
- True False
19. A creative negotiation that meets the objectives of all sides may not require compromise.
- True False

20. The parties prefer to negotiate and search for agreement rather than to fight openly, have one side dominate and the other capitulate, permanently break off contact, or take their dispute to a higher authority to resolve it.
- True False
21. It is possible to ignore intangibles, because they affect our judgment about what is fair, or right, or appropriate in the resolution of the tangibles.
- True False
22. When the goals of two or more people are interconnected so that only one can achieve the goal—such as running a race in which there will be only one winner—it is a competitive situation, also known as a *non-zero-sum* (or *distributive*) situation.
- True False
23. A zero-sum situation is a situation in which individuals are so linked together that there is a positive correlation between their goal attainments.
- True False
24. Negotiators do not have to be versatile in their comfort and use of both major strategic approaches to be successful.
- True False
25. The violent protest by the Nova Scotia fishermen is an example of intergroup conflict.
- True False
26. Conflict doesn't usually occur when the two parties are working toward the same goal and generally want the same outcome.
- True False

27. Negotiations occur for several reasons except:
- A.
 - B.
 - C.
 - D.
 - E.
28. Even the most nervous and shy person has the potential to increase their confidence and ability through doing what?
- A.
 - B.
 - C.
 - D.
 - E.
29. A situation in which solutions exist so that both parties are trying to find a mutually acceptable solution to a complex conflict is what kind of a situation?
- A.
 - B.
 - C.
 - D.
 - E.
30. Which of the following is not an intangible factor in a negotiation?
- A.
 - B.
 - C.
 - D.
 - E.

31. Interdependent parties' relationships are characterized by
- A.
 - B.
 - C.
 - D.
 - E.
32. A zero-sum situation is also known as what kind of a situation?
- A.
 - B.
 - C.
 - D.
 - E.
33. BATNA stands for
- A.
 - B.
 - C.
 - D.
 - E.
34. What are the two dilemmas of negotiation?
- A.
 - B.
 - C.
 - D.
 - E.
35. Satisfaction with a negotiation is determined by
- A.
 - B.
 - C.
 - D.
 - E.

36. Which of the following statements about conflict is true?
- A.
 - B.
 - C.
 - D.
 - E.
37. Which of the following contribute to conflict's destructive image?
- A.
 - B.
 - C.
 - D.
 - E.
38. What are the three reasons negotiations occur?
39. Are experienced negotiators always better, agree or disagree?

40. Why do parties negotiate by choice?

41. What are tangible and intangible factors in negotiation?

42. What are the three ways that characterize most relationships between parties?

43. Define "zero-sum" situation.

44. Describe a "mutual-gains" situation.
45. What does BATNA stand for?
46. What role do concessions play when a proposal isn't readily accepted?
47. What are concessions?

48. Contrast and compare the dilemmas of honesty and trust.
49. Describe the strategies and tactics a negotiator would employ in a distributive bargaining situation.
50. Why should negotiators be versatile in their comfort and use of both value-claiming and value-creating strategic approaches?

51. Explain how conflict is a potential consequence of interdependent relationships.

Chapter 1 **Key**

1.
(p. 2)

People negotiate all the time.

TRUE

Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Difficulty: Easy
Lewicki - Chapter 01 #1

2.
(p. 3)

Good negotiators are made, not born.

TRUE

Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Difficulty: Easy
Lewicki - Chapter 01 #2

3.
(p. 4)

Negotiating parties rarely negotiate by choice.

FALSE

Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Difficulty: Easy
Lewicki - Chapter 01 #3

4.
(p. 5)

It is always a good time to negotiate.

FALSE

Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Difficulty: Easy
Lewicki - Chapter 01 #4

5.
(p. 5)

Successful negotiation involves the management of tangibles (e.g., the price or the terms of agreement) and also the resolution of intangibles.

TRUE

Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Difficulty: Medium
Lewicki - Chapter 01 #5

6.
(p. 7)

Independent parties are able to meet their own needs without the help and assistance of others.

TRUE

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Difficulty: Easy
Lewicki - Chapter 01 #6

7.
(p. 7)

The mix of convergent and conflicting goals characterizes many interdependent relationships.

TRUE

Difficulty: Easy
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #7

8.
(p. 7)

The interdependence of people's goals, and the structure of the situation in which they are going to negotiate, has little effect on the negotiation processes and outcomes.

FALSE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #8

9.
(p. 9)

Whether you should or should not agree on something in a negotiation depends entirely upon the attractiveness to you of the best available alternative.

TRUE

Difficulty: Easy
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #9

10.
(p. 9)

When parties are interdependent, they have to find a way to resolve their differences.

TRUE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #10

11.
(p. 9)

Negotiation requires little process, and is generally instantaneous.

FALSE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #11

12.
(p. 9)

Negotiations often begin with statements of opening positions.

TRUE

Difficulty: Easy
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #12

13.
(p. 9)

When one party refuses to accept a change in his or her position, it is called a concession.

FALSE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #13

14.
(p. 9, 10)

Two of the dilemmas in mutual adjustment that all negotiators face are the dilemma of honesty and the dilemma of trust.

TRUE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #14

15.
(p. 11)

Most actual negotiations are a combination of claiming and creating value processes.

TRUE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #15

16.
(p. 2)

Negotiation is a process reserved only for the skilled diplomat, top salesperson, or ardent advocate for an organized lobby.

FALSE

Difficulty: Easy
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #16

17.
(p. 3)

Many of the most important factors that shape a negotiation result do not occur during the negotiation, but occur *after* the parties have negotiated.

FALSE

Difficulty: Easy
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #17

18.
(p. 3)

Negotiation situations have fundamentally the same characteristics.

TRUE

Difficulty: Easy
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #18

19.
(p. 4)

A creative negotiation that meets the objectives of all sides may not require compromise.

TRUE

Difficulty: Medium
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #19

20.
(p. 4)

The parties prefer to negotiate and search for agreement rather than to fight openly, have one side dominate and the other capitulate, permanently break off contact, or take their dispute to a higher authority to resolve it.

TRUE

Difficulty: Medium
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #20

21.
(p. 6)

It is possible to ignore intangibles, because they affect our judgment about what is fair, or right, or appropriate in the resolution of the tangibles.

FALSE

Difficulty: Medium
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #21

22.
(p. 7)

When the goals of two or more people are interconnected so that only one can achieve the goal—such as running a race in which there will be only one winner—it is a competitive situation, also known as a *non-zero-sum* (or *distributive*) situation.

TRUE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #22

23.
(p. 7)

A zero-sum situation is a situation in which individuals are so linked together that there is a positive correlation between their goal attainments.

FALSE

Difficulty: Medium
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #23

24.
(p. 12)

Negotiators do not have to be versatile in their comfort and use of both major strategic approaches to be successful.

FALSE

Difficulty: Medium
Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #24

25.
(p. 13)

The violent protest by the Nova Scotia fishermen is an example of intergroup conflict.

TRUE

Difficulty: Medium
Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #25

26.
(p. 13)

Conflict doesn't usually occur when the two parties are working toward the same goal and generally want the same outcome.

FALSE

Difficulty: Medium
Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #26

27.
(p. 2)

Negotiations occur for several reasons except:

- A.
- B.
- C.**
- D.
- E.

Difficulty: Medium
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #27

28.
(p. 3)

Even the most nervous and shy person has the potential to increase their confidence and ability through doing what?

- A.
- B.**
- C.
- D.
- E.

Difficulty: Medium
Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #28

29.
(p. 10)

A situation in which solutions exist so that both parties are trying to find a mutually acceptable solution to a complex conflict is what kind of a situation?

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium

Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #29

30.
(p. 5)

Which of the following is not an intangible factor in a negotiation?

- A.
- B.
- C.
- D.
- E.

Difficulty: Hard

Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #30

31.
(p. 7)

Interdependent parties' relationships are characterized by

- A.
- B.
- C.
- D.
- E.

Difficulty: Easy

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #31

32.
(p. 7)

A zero-sum situation is also known as what kind of a situation?

- A.
- B.
- C.
- D.
- E.

Difficulty: Easy

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.

33.
(p. 9)

BATNA stands for

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #33

34.
(p. 9, 10)

What are the two dilemmas of negotiation?

- A.
- B.
- C.
- D.
- E.

Difficulty: Hard

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #34

35.
(p. 10)

Satisfaction with a negotiation is determined by

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #35

36.
(p. 13)

Which of the following statements about conflict is true?

- A.
- B.
- C.
- D.
- E.

Difficulty: Medium

Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #36

37.
(p. 13)

Which of the following contribute to conflict's destructive image?

- A.
- B.**
- C.
- D.
- E.

Difficulty: Hard

*Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #37*

38.
(p. 2)

What are the three reasons negotiations occur?

Negotiations occur for several reasons: (1) to agree on how to share or divide a limited resource (such as land, property or time); (2) to create something new that neither party could do on his or her own; or (3) to resolve a problem or dispute between the parties.

Difficulty: Easy

*Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #38*

39.
(p. 3)

Are experienced negotiators always better, agree or disagree?

Not necessarily because the real world contains so few sources of accurate feedback that can help someone improve their skills.

Difficulty: Medium

*Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #39*

40.
(p. 4)

Why do parties negotiate by choice?

That is, they negotiate because they think they can get a better deal by negotiating than by simply accepting what the other side will voluntarily give them or let them have. Negotiation is largely a voluntary process. We negotiate because we think we can improve our outcome or result, compared to not negotiating or simply accepting what the other side offers. It is a strategy pursued by choice; seldom are we required to negotiate.

Difficulty: Medium

*Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #40*

41.
(p. 5)

What are tangible and intangible factors in negotiation?

Tangible factors include quantifiable items (price, terms of agreement, etc). By intangible factors, we are referring to the deeper psychological motivations that may directly or indirectly influence the parties during the negotiation.

Difficulty: Easy

*Learning Objective: 01-01 Understand the definition of negotiation; the key elements of a negotiation process; and the distinct types of negotiation.
Lewicki - Chapter 01 #41*

42.
(p. 7)

What are the three ways that characterize most relationships between parties?

Most relationships between parties may be characterized in one of three ways: independent, dependent, and interdependent.

Difficulty: Easy

*Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #42*

43.
(p. 7)

Define "zero-sum" situation.

Individuals are so linked together that there is a negative correlation between their goal attainments.

Difficulty: Easy
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #43

44.
(p. 7)

Describe a "mutual-gains" situation.

When parties' goals are linked so that one person's goal achievement helps others to achieve their goals, it is a mutual-gains situation, also known as a non-zero-sum or integrative situation, where there is a positive correlation between the goal attainments of both parties.

Difficulty: Easy
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #44

45.
(p. 9)

What does BATNA stand for?

Best Alternative to a Negotiated Agreement.

Difficulty: Easy
Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #45

46.
(p. 9)

What role do concessions play when a proposal isn't readily accepted?

If the proposal isn't readily accepted by the other, negotiators begin to defend their own initial proposals and critique the others' proposals. Each party usually suggests alterations to the other party's proposal, and perhaps also changes his or her own position. When one party agrees to make a change in his or her position, a concession has been made. Concessions restrict the range of options within which a solution or agreement will be reached. When a party makes a concession, the *bargaining range* (the difference between the preferred acceptable settlements) is further constrained.

Difficulty: Medium

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #46

47.
(p. 9)

What are concessions?

A concession has been made when one party accepts a change in his or her position. Concessions restrict the range of options within which a solution or agreement will be reached.

Difficulty: Easy

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #47

48.
(p. 9, 10)

Contrast and compare the dilemmas of honesty and trust.

Dilemma of honesty concerns how much of the truth to tell the other party. The dilemma of trust is how much of what the other party tells them should negotiators believe.

Difficulty: Medium

Learning Objective: 01-02 Explore how people use negotiation to manage situations of interdependence.
Lewicki - Chapter 01 #48

49.
(p. 10, 11)

Describe the strategies and tactics a negotiator would employ in a distributive bargaining situation.

In distributive situations, negotiators are motivated to win the competition and beat the other party, or gain the largest piece of the fixed resource that they can. In order to achieve these objectives, negotiators usually employ "win-lose" strategies and tactics. This approach to negotiation—called distributive bargaining— accepts the fact that there can only be one winner given the situation and pursues a course of action to be that winner. The purpose of the negotiation is to claim value—that is, to do whatever is necessary to claim the reward, gain the lion's share, or gain the largest piece possible.

Difficulty: Medium

*Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #49*

50.
(p. 12)

Why should negotiators be versatile in their comfort and use of both value-claiming and value-creating strategic approaches?

Not only must negotiators be able to recognize which strategy is most appropriate, but they must be able to use both approaches with equal versatility. There is no single "best", "preferred", or "right" way to negotiate; the choice of negotiation strategy requires adaptation to the situation. Moreover, if most negotiation issues or problems have claiming and creating value components, then negotiators must be able to use both approaches in the same deliberation.

Difficulty: Medium

*Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #50*

51.
(p. 13)

Explain how conflict is a potential consequence of interdependent relationships.

Conflict can result from the strongly divergent needs of the two parties or from misperceptions and misunderstandings. Conflict can occur when the two parties are working toward the same goal and generally want the same outcome or when both parties want very different outcomes. Regardless of the cause of the conflict, negotiation can play an important role in resolving it effectively.

Difficulty: Medium
Learning Objective: 01-03 Consider how negotiation fits within the broader perspective of processes for managing conflict.
Lewicki - Chapter 01 #51

Chapter 1 Summary